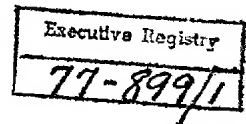


ADMINISTRATIVE—INTERNAL USE ONLY



7 April 1977

MEMORANDUM FOR: See Distribution

SUBJECT : Harvard University's Program  
for Senior Managers in Government

1. On 29 March Professor Joseph Bower of the Graduate School of Business Administration at Harvard University wrote the DDCI seeking applications for the 31 July - 19 August Program for Senior Managers in Government. The Executive Secretariat sent a copy of this correspondence to the Director of Training to develop an appropriate response for the DDCI.

2. The letter from Professor Bower was summarized in the Director's Daily Journal on 4 April and the DCI noted in the margin of his copy of the Journal the following:

"I'm inclined to use this course and (the) AMP as a window to (the) business world."

3. The DCI's note is being passed on to you for guidance.



Deputy Executive Secretary

STAT

Attachment

Distribution:

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HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

Executive Registry

77-899/2

OFFICE OF THE DEAN

SOLDIERS FIELD

BOSTON, MASSACHUSETTS 02163

March 30, 1977

Admiral Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Stan:

My purpose in writing is to enlist your support for a new Harvard enterprise. Last year, the University initiated a program of midcareer education designed for experienced executives who hold positions of major responsibility in the public sector. Sponsored jointly by the Harvard Graduate School of Business Administration and the John F. Kennedy School of Government, the Program for Senior Managers in Government seeks to further the development of effective managerial attitudes and abilities. As a means of recruiting outstanding participants for this three-week Program, I am writing to you personally to ask for your help in this effort, for we need high-level support in order to achieve our goals.

The Program for Senior Managers in Government represents our belief that the value of management training in government is sufficiently great that the time of top-caliber senior executives will be released for such purposes, even in this busy administration. As described in the enclosed brochure, the Program emphasizes the development of a framework for systematically studying and resolving the key problems that face executives in the public sector within its complex constitutional and political context. Its curriculum is conceived in terms of five related core areas which are developed as overlapping views of the same managerial problems: the systematic analysis of large complex problems in their political context; the legislative and political process; managing the formulation of organizational purpose and resource allocation; building and using systems for measurement, evaluation, and control; and administrative practice. The faculty for this Program is comprised of some of the most talented members of the Schools of Business and Government.

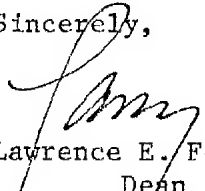
We hope that you will find the Program of interest and that you will assist us by identifying one or more key people whom you feel would benefit by being with us this August. Although we are especially interested in high-ranking experienced executives, it is also important that the person chosen be truly talented. We believe that the curriculum we have put together will make a major contribution to the participants. But our experience also tells us that the caliber of the executives in the group is equally important to the Program's success. Indeed, last year's participants and faculty were very enthusiastic in their support of the Program,

and many of them emphasized the contribution made by high-quality participants.

In particular, we are seeking applications from individuals in positions of high responsibility in the Federal government; from the executive departments and agencies, from the staffs of the White House, the OMB and other parts of the Executive Office of the President; from two or three leading members of the staffs of important congressional committees; a representation from executives in state and local government; and from a small number of executives from business whose areas of responsibility relate to government. The experience of all these people working together in a tough, well-designed program should be extremely valuable.

Please let me know if we can provide you with further information on the Program. We will be happy to answer any questions and look forward to hearing from you.

Sincerely,

  
Lawrence E. Fouraker  
Dean

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Enclosure

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HARVARD UNIVERSITY

22-899

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

JOSEPH L. BOWER

*Professor of Business Administration*

SOLDIERS FIELD

BOSTON, MASSACHUSETTS 02163

March 29, 1977

Mr. E. Henry Knoche  
Deputy Director  
Central Intelligence Agency  
Washington, DC 20505

Dear Mr. Knoche:

My purpose in writing is to inform you that Harvard University's Program for Senior Managers in Government will be held from July 31 to August 19, 1977. Jointly sponsored by the Harvard Business School and the John F. Kennedy School of Government, this new program is designed for experienced executives who hold positions of major responsibility in the public sector and seeks to further the development of effective managerial attitudes and abilities.

The three week program emphasizes the development of a framework for systematically studying and resolving the key policy and management issues that face executives in federal, state and local government. We have developed a substantial body of new case material and feel that the curriculum will make a major contribution to the participants. Our long experience with executive education also tells us, however, that the caliber of the executive in the group is equally critical to the success of a program.

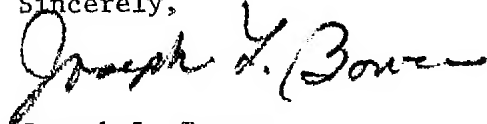
As a part of the process of recruiting outstanding participants, we are writing to friends of Harvard and selected individuals with important roles in the public sector. Accordingly, I am writing to you to ask for your interest and support and am enclosing a brochure which describes the program more fully.

Page 2  
March 29, 1977

We are seeking applications from key individuals in the federal executive branch (the cabinet, agencies, the White House), from staff directors of major congressional committees, from senior managers of state and local government departments and agencies, and from a small number of business executives whose areas of responsibility relate to government. One of our top priorities is attracting the candidacies of women and minorities holding such senior positions. The experience of working together in a tough, well-designed program should be memorable.

I look forward to hearing from you.

Sincerely,



Joseph L. Bower

JLB/js  
enclosure

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